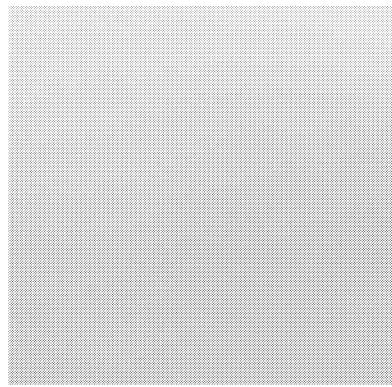


**A Review of  
Equity, Diversity & Inclusion  
at the Canada Border Services  
Agency Cornwall and Dundee  
Ports of Entry**

June 2021



**ParriagGroup**

# Scope of review

- The CBSA sought to take stock of the conditions and capacity within the Agency and its employees at all levels in the Cornwall and Dundee Ports of Entry (POE) to assess whether they are optimal to advance reconciliation through the Border Collaboration Initiative
- Internal-focused assessment of the workplace environment and culture at the Cornwall and Dundee POEs to ensure that equity, diversity and employment barriers are minimized or nonexistent.

# Methodology

ParriagGroup planned for a document review, focus groups and a survey

- Responsive to employees' needs

Interviews at convenient places and times

- Snowball sampling
- Current and former employees
- March 8<sup>th</sup> to April 14<sup>th</sup>

On-line survey

- March 8<sup>th</sup> to March 31<sup>st</sup>

Ethical protocols means that raw data was not shared with the CBSA

# Findings – who participated

- Forty-two employees responded to the on-line survey; most of whom responded were current or former employees at the Cornwall Port of Entry.
- Thirty-nine interviews were conducted with employees who were connected to Cornwall or Dundee Ports of Entry. Most interviews were with employees connected to Cornwall, either as current or former employees.
- It is unclear why more employees from the small staff complement at Dundee did not take part in the review. More work will need to be carried out in order to have a clearer understanding of the Dundee POE.

# Findings – what we heard

## Employees spoke of experiences that point to:

- Pride in working at the CBSA, camaraderie, support
- Occurrences of harassment, racism, homophobia – internal and external
- Presence of fear of reprisal
- Need for trust
- Need for increased accountability
- Need for transparency around decision-making
- Need for training
- Need for mental health supports
- Staffing challenges
- Need for a safe complaints process

1. Share the report with employees at Cornwall and Dundee Ports of Entry in order to start re-building credibility that voices and concerns were heard, and that action will be taken.
2. Consider providing additional training and coaching to support Chiefs and superintendents as leaders and positive workplace culture influencers. Have an acknowledgement ceremony with employees after three months to acknowledge that there has been a change in the culture, as part of the workplace restoration process.
3. Demonstrate accountability at the POEs by ensuring that violations of the Code of Conduct are recorded and there is awareness that there are consequences. Consider installing a Chief who works from Cornwall POE to encourage accountability.
4. Continue to provide experiential training around leadership, positive workplace culture, EDI and First Nations culture, specifically the culture of the Mohawks of Akwesasne. Increase accountability around training by ensuring that training is part of employees' and leadership's annual performance assessment. Provide training at the CBSA College at Rigaud as well as at Cornwall and Dundee.

## Recommendations

6/28/2021

## Recommendations (cont'd)

5. Review the mental health strategy in place for employees to ensure it is meeting POE needs and that the supports are communicated widely. Consider developing a local mental health strategy at the Cornwall and Dundee POEs.
6. Review staffing levels at Cornwall POE to ensure sufficient resources available to fulfil mandate. Prioritize selecting leaders and staff who reflect the diversity of the community. Examine how staff are promoted to superintendents and Chiefs using an EDI lens. Leverage Peer Review Committees to ensure that there is consistency in employee reviews across the region.
7. Strengthen, prioritize, and expand the Indigenous Liaison position.

## Recommendations (cont'd)

8. Develop a well-defined and communicated complaints process that ensures the safety of employees. Carry out an analysis of how complaints are being made currently to the National Integrity Centre of Expertise (NICE), the Senior Officer for Internal Disclosure (SOID), the Informal Conflict Management System (ICMS), Employee Assistance Program (EAP), and bargaining agents.

9. Develop a performance measurement framework (PMF) specific to the Cornwall and Dundee POEs, which draws on the Agency Culture PMF but has more granularity so that workplace change at the local level can be tracked and measured.

10.

Communicate any work being done to minimize issues as a result of its location.